



Leading the way...

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www.ci.mankato.mn.us

City of Mankato Strategic Plan

Mankato's strategic plan is a road map that helps guide the city through the next few years. The city's strategic plan details where the city is going and how it plans to get there, while determining measurable results. Mankato will lead the way in building a solid organization and community through financial health, excellent customer service, community involvement, regional partnerships, sustainability, livability, neighborhood preservation and viable transportation opportunities. The city of Mankato is committed to ensure Mankato has a healthy future and to provide services customers have come to expect. The city of Mankato will strive to effectively and efficiently develop and strengthen assets that contribute to a city that is a great place to live, work and play.

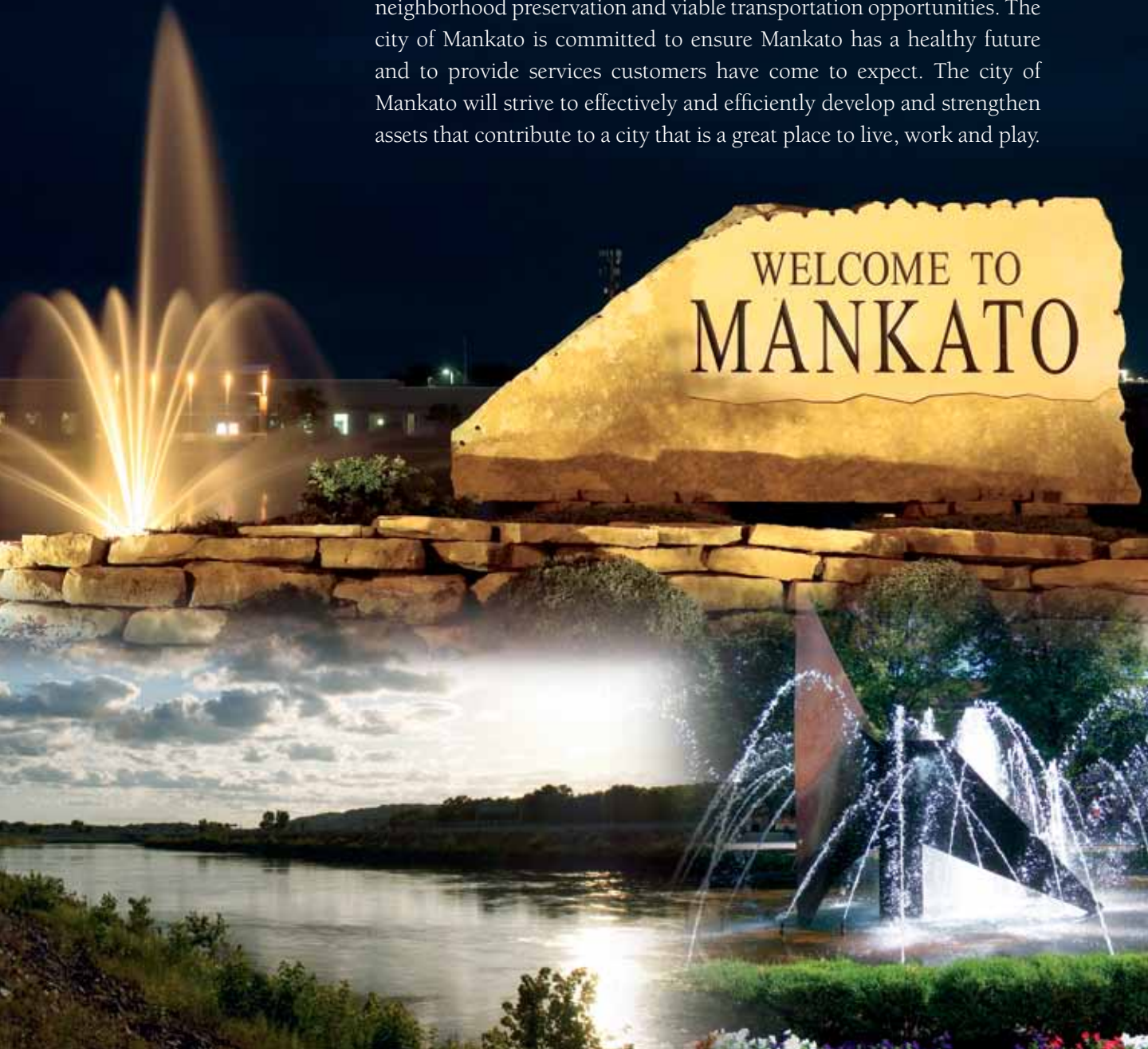




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Mankato's Vision and Values

The city of Mankato is a regionally focused municipal organization responsible for delivering essential public services to its citizens and visitors.

Vision

Leading the way as a prosperous diverse regional community.

Values

RESPONSIVE

Prompt to respond and serve.

EFFICIENT

Highest performance at greatest economy.

GREATER GOOD

Serve for the good of the community and region.

INNOVATIVE

Embracing new ideas and methods to improve service delivery.

OPEN

Spirit of accessibility in policy making and operation.

NEIGHBORLY

Concern and compassion for others.

Financial Development

The city of Mankato organization will improve its financial future through enhanced capital planning. Planning goals include: create a stable financial foundation, diversify and strengthen greater Mankato's regional economy and develop a community investment plan that aligns capital needs and financial resources for today and into the future.

Create a viable, stable financial foundation

Our goal and pledge to citizens

The city of Mankato will create a healthy, stable and flexible financial foundation by developing a five-year financial plan. To do this, focus will be on tax-supported and utility funds and the city's capital service level needs.

Our challenges and opportunities

Since a strong, stable financial foundation is important for success, a positive financial future will be ensured for the city. Areas in which work is needed to achieve success include tax rates, market values, outside costs (gas, oil and health care), limited resources, policies and time. In addition, clear financial information will be provided so the public has a better understanding of city finances.

Our benchmarks

Did the city of Mankato make progress?

Review—The city of Mankato's budget will be based on service levels. When developing the budget each year, performance measurements, service needs, customer feedback and financial allocations will be reviewed.

Balance—examine ways to balance and align revenue streams, such as user fees. The balance should be aimed to provide stable and consistent city services. It can also help enhance customer service.

Prioritize—develop a capital improvement plan and debt issuance policy that prioritizes what infrastructure projects (existing and expansion) to focus on and budget for. By planning and prioritizing, the city of Mankato can ensure funds meet community needs and are also reserved for the city's future financial stability.



MSU Fountain
by Jeri Clement, Mankato

Financial Development

Diversify the economy and vitality of greater Mankato

Our goal and pledge to citizens

The city of Mankato will develop strategies and initiatives to diversify and strengthen greater Mankato's regional economy by promoting a regionally vibrant and diverse economy (service providers, retail, manufacturing and agriculture, to name a few).

Our challenges and opportunities

Everyone needs to be on the same team. Teamwork is essential because leadership and trust between partners serves the best interest of the community and region.

Our benchmarks

Did the city of Mankato make progress?

Meet—work with Region 9 and Greater Mankato Growth to sponsor an event to identify opportunities to keep businesses in the region, help businesses expand and develop and to find ways to share economic development resources.

Advocate—encourage shared and centralized economic development services for small and emerging businesses in the region; and support legislation that removes barriers so development and employment can grow.

Track—monitor regional employment and build initiatives that promote a diverse economy.

Grow—work to expand the civic center because it is a Mankato destination that enhances tourism and events in the area while contributing to our community's economic vitality by drawing visitors from all over the region to Mankato.

City Center
by Jason Bennett, Mankato



Another day at the office
at the civic center
by Ted Jacobson, Mankato

Financial Development

Improve capital planning

Our goal and pledge to citizens

The city of Mankato will promote more community involvement when planning capital improvements. Feedback will be incorporated into a five-year budget projection by developing a community investment plan that aligns capital needs and financial resources with existing and future infrastructure needs.

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Our challenges and opportunities

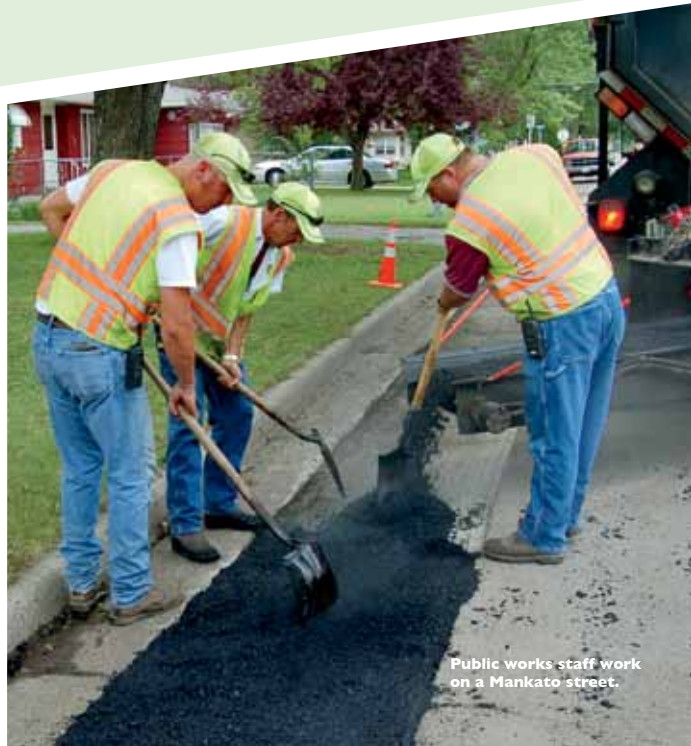
Since being prepared is key to the city of Mankato's future, capital planning is used to organize the city's finances to make sure project funding is available. As part of the capital planning process, items to consider include time, depreciation of funding sources, competing interests, limited bonding capabilities, real versus perceived needs, public perception and the balance between infrastructure and livability.

Our benchmarks Did the city of Mankato make progress?

Plan—The city of Mankato plans our work and works our plan. A community investment plan identifies and prioritizes projects. The capital planning process includes depreciation, operational and maintenance costs.

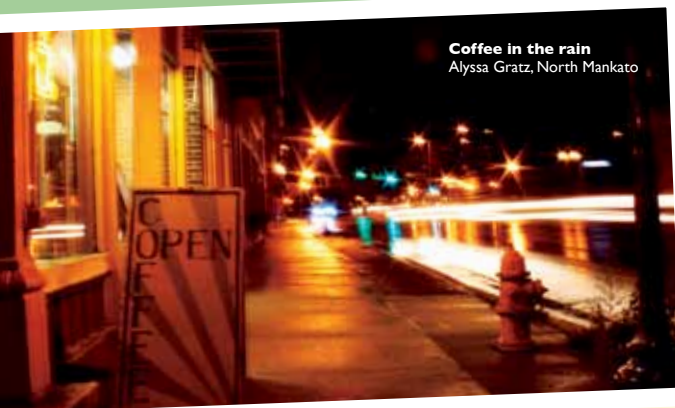
Research—look into funding sources for capital projects and evaluate the city's capital needs to make sure they are met.

Engage—ensure citizens are engaged throughout the planning process because citizen input is important and helpful when making decisions.



Public works staff work on a Mankato street.

Community Development



Coffee in the rain
Alyssa Gratz, North Mankato

The city of Mankato will improve community development goals and ensure public investment is distributed between neighborhood and commercial/industrial area needs. The city of Mankato will promote a healthy, safe and livable community and develop infrastructure that is environmentally responsible and financially sustainable.

Balance investment and reinvestment

Our goal and pledge to citizens

The city of Mankato will create a plan and promote balanced public investment and reinvestment opportunities in needed areas, including the Hilltop Market Center, City Center and industrial areas.

Our challenges and opportunities

There is a perception that public investment is not balanced throughout the city, making it important to measure area needs and track progress. The city of Mankato plans to develop opportunities to target new areas and to communicate successes and economic impacts of past projects with citizens so there is awareness about positive return on investment.

Our benchmarks


Did the city of Mankato make progress?

Study—evaluate the Hilltop Market Center and its neighborhoods to find public support and reinvestment opportunities; identify neighborhood and employment opportunities and needs; determine current city investments; and identify and make infrastructure and/or operational adjustments to support and build partnerships with private businesses and investments, such as City Center transportation and Hilltop Market Center access improvements.

Support—livability and infrastructure investments will support market retention and attraction in the City Center (i.e., pedestrian connectivity study and Civic Center expansion) and Hilltop Market Center; public and private partnerships will be developed and last into the future.


Promote—raise awareness about developing existing neighborhood and business areas to reach their full potential. This development helps achieve the best possible use of existing public infrastructure and private business investments in an area. An excellent example is the Sibley Parkway Redevelopment project, which turned a former concrete plant and the area around it into a location ideal for public (parks, trails, streets and lighting), private (affordable housing) and retail investment.

Diversify—target incentives toward diversifying an employment base that provides livable wages.



A family takes a walk
in Rasmussen Woods.

Community Development



By working together, city staff and residents
can enhance their neighborhoods.

Promote a healthy, safe and liveable community

Our benchmarks

Did the city of Mankato make progress?

Study—review neighborhood livability topics using existing information to determine what community changes are needed; assess service calls and develop a benchmark to compare information; and evaluate how emergency and non-emergency communication tools can be used to expand how the city communicates with audiences.

Outreach—work with groups to enhance the community; establish relationships with groups representing diverse citizens; provide training for rental property owners; and create opportunities for all community members to be involved in neighborhood organizations.

Partner—create opportunities with the City Center Partnership to discuss safety, cleanliness, maintenance and overall environment in the City Center; partner with liquor license holders and other stakeholders; create a problem-solving pilot with neighborhood associations; and work with staff and students at local colleges and universities to increase collaboration, communication and involvement.

Our goal and pledge to citizens

The city of Mankato will promote partnerships between neighborhoods, organizations, businesses and citizens to address quality of life. A team of city staff, neighborhood associations, residents and property/rental owners will be created to focus on quality of life issues.

Our challenges and opportunities

Overall, the city of Mankato is a safe and livable community. Since not everyone is affected by typical quality of life issues, raising awareness about these topics is important. Technology tools have created new ways to communicate information and resources with citizens, who have preferred methods of getting that information.

The new pond
by Sandy Chatleain,
Mankato



Community Development



Dwarfed by the trees
by Brad Kerkow, Mankato

Build an environmentally responsible/sustainable infrastructure

Our benchmarks

Did the city of Mankato make progress?

Engage—A task force will be developed to discuss and identify the city's sustainable priorities.

Study—review and evaluate environmental impacts of equipment, facilities, infrastructure, parks and green spaces to determine how the city of Mankato can best protect the environment; and study the impact of shifting bus service from serving customers based on location to serving customers based on actual transit needs.

Plan—develop a mowing plan to define the best and most effective options for mowing in city parks and green spaces; create a streets program that provides connection to a variety of transportation options; and continue to move the current sidewalk and trail connectivity plan forward.

Diversity—continued commitment to plant trees. Urban forests help make neighborhoods more livable because trees cool, fight pollution and global warming, conserve energy, help clean rivers and streams, benefit wildlife and increase property values. Diversification can minimize tree losses to help ensure a healthy city forest for years to come.

Our goal and pledge to citizens

The city of Mankato will preserve valuable resources (environment, time, funding, materials and energy) by defining the city's sustainability standards and considering environmental impacts that affect city efforts (planning, designing, construction and maintenance) and looking for opportunities to enhance the city's transportation system.

Our challenges and opportunities

The city of Mankato needs to determine what projects can be reasonably managed and supported (sustainable) into the future while also positively impacting the environment. Once projects are determined and prioritized, benchmarks will be developed to show progress in this area.



Wonderment at the
Intergovernmental Center
by Chris Batson, Lake Crystal

INTERGOVERNMENTAL CENTER

Organizational Development

The city of Mankato will improve organizational development by promoting regional collaboration; continuing to concentrate on a customer-focused culture; and providing viable and efficient city services to customers.

Promote regional collaboration

Our goal and pledge to citizens

The city of Mankato will collaborate with partners to create a unified region to preserve and strengthen Mankato's vitality by enhancing the city's regional presence to foster a prosperous greater Mankato region.

Our challenges and opportunities

It's important to continue to build positive partnerships for regional opportunities because relationships and trust between local governments and agencies and public and private sectors will serve in the best interest of our communities and region.

Our benchmarks

Did the city of Mankato make progress?


Collaborate—identify new partnership opportunities and strengthen existing partnerships; expand joint ventures; build relationships and engagement through volunteer opportunities and regional events; increase interactions with regional nonprofits, service groups and grassroots organizations; and revitalize intergovernmental relationships and create successes by identifying mutual outcomes and working together toward a goal.

Engage—work with the Minnesota Valley Council of Governments, Greater Mankato Growth and Region 9 Development Commission to sponsor a regional forum about cooperation, partnership and economic development; and focus on nonprofits and small grassroots special interest organizations, legislative issues, public safety, public facilities and infrastructure, economic development and general support services.

Discuss—Twice a year, a specific topic will be selected for discussion at collaboration meetings between local governments; and enhance intergovernmental partnership opportunities for departments.

Communicate—develop a regional communication plan to share messages; highlight benefits of the Verizon Wireless Center in the region; and advocate for shared economic development services.

Grow—discover new partnerships in service and administrative areas; eliminate customer service duplication; create a master list of regional service groups, nonprofits and grassroots organizations; expand services through current partnerships (human resources, public information and customer service, utility services and the Minnesota Valley Council of Governments); and create a greater regional presence of the Verizon Wireless Center to host and sponsor more regional events.



July night game at Franklin Rogers
by Bruce J. Poburka

Organizational Development

Emphasize a customer-centered culture

Our goal and pledge to citizens

The city of Mankato will continue to emphasize an efficient workplace environment focused on excellent customer service using a simple philosophy: avoid government transfer and achieve first call resolve; provide leadership training; and seek customer feedback and evaluation.

Our challenges and opportunities

The city of Mankato organization and community offers a variety of services to residents and visitors. Each city of Mankato employee is key to providing excellent customer service. Information networks will continue to be established so city employees answer service questions consistently and accurately. Providing employees with informational resources helps employees manage time and work tasks while giving customers the outstanding service they have come to expect.



City at work rain or shine
by Terri DeGezelle, Mankato

Our benchmarks Did the city of Mankato make progress?

Serve—streamline city organization customer service through 311 Mankato with a goal of first call resolution.

Develop—city staff will be given opportunities to build strong organizational leadership and develop excellent customer service skills.

Evaluate—develop an ongoing survey process to get customer feedback about city services and to learn what can be done better to ensure livability for existing and future citizens and businesses is maintained.

Transform—continue to streamline and evolve service delivery methods and outcomes focusing on customer service, innovation, and sustainability (i.e., single-sort recycling, street maintenance, park maintenance/investment and police/fire service).

Succeed—review and evaluate city services and partnerships to better gauge city success and customer satisfaction.

Connect—create technology tools to streamline and enhance communication and service delivery to customers with a 24-hour city service vision and philosophy.



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**Vetter Stone Amphitheater
in Riverfront Park**
by Ted Jacobson, Mankato